United Nations system CEB/2016/3

Chief Executives Board for Coordination

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Conclusions of the High-level Committee on Management at its thirty-first session

(United Nations Industrial Development Organization — International Atomic Energy Agency, Vienna, 22 and 23 March 2016)

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I. Introduction

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1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-first session on 22 and 23 March 2016 at the Vienna International Centre, where it was hosted by the United Nations Industrial Development Organization (UNIDO) and the International Atomic Energy Agency (IAEA). The meeting was chaired by the Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO). The Vice-Chair was the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

2. The agenda as adopted by the Committee is reflected in the table of contents. The complete list of participants is provided in annex I. The checklist of documents is provided in annex II. All documents relating to the session are available from https://www.unsceb.org/content/march-2016.

3. Following welcoming remarks by the Director General of UNIDO, Li Yong, and the Deputy Director General of IAEA, Janice Dunn Lee, the Chair of the High-level Committee on Management opened the meeting, encouraging the Committee to take the current session as an opportunity to contribute in an integrated manner to a United Nations system that was fit to support the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, as it had been asked to do by the Secretary-General. She also welcomed the outcome of the United Nations common system resolution on the compensation package and acknowledged the Committee's valuable role in obtaining that result.

4. The Chair recalled that CEB, at its second regular session of 2015, had acknowledged that the United Nations system would require greater integration of operational practices and operational infrastructures to deliver the 2030 Agenda and expressed her confidence that the Committee would find concrete ways forward to work towards that end. The Chair stressed that the Committee's efforts should build on its achievements against the High-level Committee on Management strategic plan 2013-2016 and that the Committee's strategic framework for the next period should be aligned and coherent with the 2016 processes in the Economic and Social Council and the quadrennial comprehensive policy review.

5. In concluding her remarks, the Chair took the opportunity to thank the Vice-Chair, Jan Beagle, for her support in leading the work of the Committee.

A. Support to the implementation of the 2030 Agenda for Sustainable Development

6. It was recalled that, at its November 2015 session, CEB had taken up the subject of the readiness of the United Nations system to support the implementation of the 2030 Agenda for Sustainable Development. In concluding the discussion, the Secretary-General had requested the CEB high-level Committees to work together

to produce one set of principles, across policy, operational and administrative aspects of the work of the United Nations system work, to guide the United Nations system's support to the implementation of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals in an integrated way. In follow-up to that request and as an input to the April 2016 CEB session, each Committee was to discuss the common principles that had been proposed and consider how the three CEB subsidiary mechanisms could contribute to advancing them.

7. Acknowledging that system-wide integration would require greater harmonization of operational practices and cross-fertilization of human resource practices across the United Nations system, the Secretary-General had also requested the High-level Committee on Management to recommend ways to harmonize managerial practices to promote and incentivize integration.

8. In that context, the Committee's agenda also included a number of items on support to the implementation of the 2030 Agenda, including on human resources, new business models and the data revolution.

1. One set of principles and follow-up to mandates of the United Nations System Chief Executives Board for Coordination

Documentation

Outcome of the joint session of the High-level Committee on Management/High-level Committee on Programmes — Towards transformation: Making the United Nations system fit-for-purpose (November 2014)

CEB discussion paper "Getting ready for the 2030 Agenda" (November 2015)

CEB common principles to guide the United Nations system's effective, integrated and whole-of-system support to the implementation of the 2030 Agenda for Sustainable Development (draft) (CEB/2016/HLCM/2)

High-level Committee on Management strategic results 2013-2016 (draft) (CEB/2016/HLCM/3)

9. The Chair brought to the Committee's attention the background documentation to inform the discussion on the principles and outlined the procedure leading to the submission of the proposal to CEB. She stated that the document before the Committee was the result of a coordinated attempt by the secretariats of the three CEB pillars to consolidate a set of principles that had been previously discussed extensively and agreed by the three Committees. She noted that the United Nations Development Group and the High-level Committee on Programmes had already commented on the set of principles and pointed out that, after review by the High-level Committee on Management, a package including a revision of the principles and an addendum reflecting the breadth of comments raised by members would be submitted to CEB.

10. In the ensuing discussion, the Committee welcomed the draft principles as a practical, common reference point for the United Nations system in supporting the implementation of the 2030 Agenda for Sustainable Development. Members voiced their broad support for the proposal as well as the next steps that would lead to the introduction of the principles to CEB at its forthcoming session. Organizations appreciated that the proposal took an integrated and system-wide approach, with a

focus on coherence and collaboration, as necessitated by the new agenda. It was observed that the implementation of the principles would strengthen convergence among the work of the three CEB High-level Committees. In that vein, the importance of the management function's alignment with programmatic and operational objectives and activities was stressed.

11. The Committee recalled that the purpose of the common principles was to lay the foundation for coherent, integrated action that would contribute to the achievement of sustainable development. All United Nations system organizations would need to take deliberate action to operationalize the principles. In order to measure the individual and collective efforts of entities towards that goal, it was suggested that a results framework would be needed; it was recognized, however, that a heavy reporting process should be avoided. One member suggested that articulating "what success looks like" for each principle could be helpful in informing the behavioural changes that would be necessary to meet the ideals reflected in the proposal.

12. Several members expressed the view that a simpler, more succinct, focused and tightly defined proposal would be more appropriate for consideration by CEB. A number of organizations supported reducing the overall number of principles, recognizing that the text, although oriented towards the United Nations system, was likely to be used in communications with other stakeholders.

13. A strategic, high-level set of principles was thus favoured by the Committee, which noted that there would be scope to produce documentation cascading to deeper levels of detail, including on defining and pursuing the principles. Going forward, members looked at elaborating the concepts behind the principles and stressed the need to rapidly develop practical guidance to operationalize them.

14. Members also offered specific feedback on the draft text. Several organizations supported elevating the principle on "One Universal and Integrated Agenda" to a chapeau paragraph. It was suggested that a reference to "data disaggregated by sex" be inserted into the related principle and also that "social partners" be added to the list of stakeholders highlighted under the principle on partnerships. Members supported the proposal to include the phrase "health and well-being" alongside "safety and security" in the principle on duty of care. The negative language in some of the principles was also questioned.

15. With respect to the principle on country-led approaches, one member stated that the proposal did not do justice to the system's extensive work at the country level and that the text would benefit from a fuller description of the work underpinning the approach. Another speaker highlighted the importance of linking the principles with ongoing discussions on bringing together emergency response, humanitarian assistance and development in the context of the integrated 2030 Agenda. The opportunity to stress the importance of developing a leadership model that fostered collaborative (versus authoritative) mindsets and skills was highlighted and it was observed that efforts should be made to ensure that service delivery solutions were truly transformative. An additional principle on pooled funding mechanisms was proposed.

16. Some of the comments pointed to areas of work to be further pursued as the United Nations system moved forward in supporting the implementation of the new agenda. The concept of "non-exclusivity" was seen as very important in defining

how United Nations system entities worked together; in order to ensure complementarity, minimize overlap and maximize efficiency, the expertise residing within the various United Nations system entities would need to be elaborated. Concerted effort would need to be expended to motivate leadership and support behavioural and attitudinal changes, by individuals as well as within institutions and collectively across the system, that would be required to live up to the principles.

17. The importance of aligning the Committee's work with the realization of the principles was stressed and should be borne in mind in the process of articulating the activities and goals that would comprise the next High-level Committee on Management strategic framework. It was observed that one concrete contribution that the system could make to demonstrate both coherence and accountability was to achieve climate neutrality by 2020, as committed through the Committee at its twenty-ninth session and, in turn, CEB at its first regular session of 2015.

18. In summarizing the discussion on the principles, the Chair thanked the members for offering the strong support of their organizations and for their comments aimed at sharpening and improving the principles. She highlighted the value in establishing the common principles and noted that they would evolve and be adjusted as the implementation of the 2030 Agenda progressed. Recalling comments by Committee members that the High-level Committee on Management had already begun contributing in a meaningful way to supporting many of the principles, the Chair stressed that the current review of the High-level Committee on Management strategic results presented an opportunity for the Committee to leverage work already completed and amplify future efforts to fully support the operationalization of the principles to support the 2030 Agenda.

19. The Chair then gave the floor to the Vice-Chair to present the draft paper entitled "High-level Committee on Management strategic results 2013-2016". The Vice-Chair seconded the Chair's call for operationalization of the principles and highlighted the main elements of the paper. She emphasized that the objective of the paper and of the Committee's discussion at the current session was to identify successes and challenges from the past period in order to incorporate the lessons learned into the development of the Committee's next strategic plan.

20. The Vice-Chair noted that the draft results paper was structured around the five closely linked strategic priorities set out in the strategic plan for 2013-2016: attracting and retaining talent, redesigning and innovating the United Nations business models, supporting the second generation of Delivering as One, strengthening the risk management and oversight architecture, and measuring and communicating results. Together, they contributed to advancing the "fit" of the United Nations system to the new environment of the 2030 Agenda for Sustainable Development.

21. Observing that the United Nations system was able to work closely together and had responded well to the mandates directed to the High-level Committee on Management by the 2012-2016 quadrennial comprehensive policy review, the Vice-Chair suggested that the priority areas also needed to be looked at in the light of the discussions on the Economic and Social Council dialogue on the longer-term positioning of the United Nations development system and the quadrennial comprehensive policy review. The Vice-Chair highlighted the constructive collaboration between the Committee and the United Nations Development Group

on some of its work. She then gave an overview of the achievements of the Committee and its networks in the five priority areas.

22. In the area of attracting and retaining talent, the Vice-Chair underscored the important contribution of the Committee to a modernized, transparent and equitable United Nations common system of salaries, allowances and benefits. The adoption of the occupational health and safety framework and the launch of the United Nations mental health strategy were highlighted as examples of achievements in the field of duty of care. The Committee's role in improving performance management by implementing reward and recognition schemes was also emphasized by the Vice-Chair.

23. Highlighting the value of continuous redesign and innovation of the United Nations business models, the Vice-Chair cited the work on headquarters collaborative procurement, common procurement of high-value commodities, the vendor registration system, common treasury services, the feasibility study on enterprise resource planning interoperability, the United Nations road map towards climate neutrality, common definitions of operating cost and the harmonization of procurement manuals as examples where mutual acceptance or mutual recognition of business practices among agencies had succeeded.

24. The close coordination of the United Nations Development Group and the High-level Committee on Management in assisting United Nations country teams in delivering as one was stressed, and the Committee's successful efforts, in response to the quadrennial comprehensive policy review, to remove obstacles to the implementation of the standard operating procedures were acknowledged. The promotion of an integrated approach to programme and operations by instituting United Nations System Staff College training programmes and setting up a roster of trainers to introduce the business operations strategy to country teams was highlighted as another area of the Committee's support to the second generation of Delivering as One.

25. Acknowledging the considerable accomplishments of the United Nations system in strengthening the risk management and oversight architecture in recent years, the Vice-Chair noted that the introduction of internationally recognized standards gave credibility and legitimacy to the work of the United Nations. For example, she observed that following the adoption of the International Public Sector Accounting Standards (IPSAS), all United Nations system organizations had obtained unqualified audit opinions on their financial statements. The endorsement of a common reference risk management, oversight and accountability model for the United Nations system and of an organizational resilience management system by CEB, as well as the support to the programme of action on special measures for protection from sexual exploitation and abuse were alluded to as other illustrations of the Committee's strong engagement in risk and oversight efforts.

26. Referring to the need for better and more disaggregated data and more user-friendly presentation of results and the impact of the Organization's work, the Vice-Chair noted the United Nations system data catalo developed by the High-level Committee on Management and the Office of Information and Communications Technology, in close cooperation with the secretariat of the International Aid Transparency initiative.

27. In concluding her presentation, the Vice-Chair highlighted key lessons learned. She reminded the Committee that a key for change in the complex, multisectoral environment of the 2030 Agenda for Sustainable Development was collaborative leadership and that the Committee's results demonstrated the benefits of working in a harmonized and integrated fashion. She also stressed that change required resources for analysis, planning, implementation and monitoring and expressed her gratitude to donors for their contributions to the High-level Committee on Management trust fund. The Vice-Chair urged Committee members to build on achievements, to incentivize collaboration across organizations and among their staff and to work in a collaborative way with the other two High-level Committees so that the work was integrated in support of the 2030 Agenda. She highlighted the five areas of work in the draft paper that could constitute the way forward and invited members to react to the proposals.

28. In the subsequent discussion, Committee members welcomed the High-level Committee on Management results paper as a useful account of achievements on which the Committee could build in the future. It was observed that the paper would benefit from greater alignment with the 2030 Agenda as well as the CEB common principles so that it could serve as a base document for the operationalization of the latter.

29. Some members noted the importance of the ongoing Finance and Budget Network exercise on the cost of the oversight and accountability infrastructure in the United Nations system and looked forward to the outcome of that exercise, which would be reviewed by the Network in June 2016 for submission to the Committee at its October 2016 session.

30. Some members advocated for greater emphasis on the way forward, in particular on how cross-cutting behavioural changes could be achieved, how the Committee could be more innovative and outward-looking and how it could examine topics with more flexibility in a thematic or cross-cutting way. The digital agenda, human resources and financing arrangements were mentioned as areas that could be specifically highlighted in the forward-looking section of the paper. There was also a suggestion that the Committee strengthen investment cases, which would facilitate decision-making in an increasingly complex environment.

31. In concluding the discussion on the draft paper, the Chair and Vice-Chair thanked Committee members for their comments and suggested that they send additional written proposals to the secretariat of the High-level Committee on Management so that the paper could be finalized and submitted to CEB.

32. **The High-level Committee on Management:**

(a) **Endorsed, in principle and with amendments as per discussion, the CEB common principles to guide the United Nations system's effective, integrated and whole-of-system support to the implementation of the 2030 Agenda for Sustainable Development, for submission to CEB at its April 2016 session;**

(b) **Provided comments and suggestions towards the finalization of the High-level Committee on Management strategic results 2013-2016 paper and proposed way forward, for submission to CEB at its April 2016 session.**

2. Human resources for the 2030 Agenda for Sustainable Development

Documentation

Discussion paper by the Human Resources Network on the evolution of a global United Nations system workforce (CEB/2016/HLCM/5)

Proposal by the Human Resources Network on the joint provision of selected common human resources functions (CEB/2016/HLCM/6)

33. The Vice-Chair opened the discussion by referencing the deliberations of the CEB principals at their previous meeting, in November 2015, acknowledging that system-wide integration would require greater harmonization of operational practices and cross-fertilization of human resource practices across the United Nations system. She recalled that the Secretary-General had requested the Committee to recommend ways to harmonize managerial practices to promote and incentivize integration. The discussion paper by the Human Resources Network on the evolution of a global United Nations system workforce should be seen as a contribution to that endeavour.

34. The Co-Chair of the Human Resources Network, when introducing the document, highlighted that the paper aimed at the convergence of a number of separate discussions such as the ongoing quadrennial comprehensive policy review, CEB discussions on becoming "fit for purpose" for the 2030 Agenda, the International Civil Service Commission (ICSC) compensation review, initiatives to enhance operational effectiveness driven by the Committee and ongoing discussions on revising human resources positioning and strategies in individual organizations. She summarized key external change drivers for the human resources functions, such as a changing nature and increased complexity of development work, a deteriorating safety and security environment for United Nations staff, a changing stakeholder and funding landscape for the United Nations, evolving industry standards for human resources functions and evolving expectations of prospective employees.

35. These trends called for a transformation in the way human resources and workforce management were positioned and managed in the United Nations system, with an emphasis on (a) enhanced operational efficiency, service orientation and support; (b) proactive business partnering, workforce planning and human resources analysis; and (c) the development of centres of expertise and related human resources capability development. Such transformation would also require an understanding of the enhanced accountability of line and executive management with regard to people management and called for an enhancement of the role of the Human Resources Network of the High-level Committee on Management as a coordination platform for systematically increasing operational effectiveness, building human resources capabilities and enhancing inter-agency knowledge management and workforce analytics. The contributions of the human resources functions to the new 2030 Agenda could best be summarized as follows: supporting the agility of organizations, providing better care and support for staff, proactive talent and competency development and the establishment of an inter-agency leadership cadre.

36. As one concrete initiative, the Co-Chair of the Human Resources Network presented a proposal for a joint inter-agency facility for job classification and reference checking that had been endorsed at the recent Human Resources Network

meeting. The initiative could also be seen as a response to recommendations made by the Joint Inspection Unit calling for more harmonized and coherent approaches in reference checking. Following general endorsement by the Committee, operational and, in particular, financial details would be worked out in the coming months, in order to aim for implementation in the course of 2017.

37. In the subsequent discussion, all organizations supported in principle the main direction and conclusions of the Human Resources Network discussion paper, confirming the need for a comprehensive transformation as outlined. A number of organizations highlighted that that transformation would need resources that should be clearly quantified and prioritized in the ensuing workplans. Several organizations highlighted their own experiences with a human resources transformation towards enhanced service delivery and better proactive human resources business partnering support, placing emphasis on the need for related human resources capability development. Some organizations expressed a preference for a seed-money model, while others were more interested in a pay-for-service model.

38. A number of organizations stressed the importance of inter-agency mobility, noting that it should also be seen as an instrument for short-term knowledge transfer, strategic staff development and collaborative approaches for building cross-organizational professional communities with inbuilt flexibility in deploying specialists. That would require a rethink of the current approach and better addressing the current barriers.

39. Several organizations stressed the multidisciplinary nature of such human resources transformation, examples being human resources analytics, duty of care or the intended reprofiling of the UN Cares programme into an employee well-being initiative. That would require leadership and oversight by the Committee for the initiative as well as close collaboration among the various networks. Also, it was highlighted that the new sustainable development agenda would require a reprofiling of existing skills and competencies of staff, an endeavour in which organizations should closely collaborate.

40. Representatives of the Federation of International Civil Servants' Associations (FICSA) expressed appreciation for the document, indicating the keen interest from staff representatives in engaging more closely in the required strategic discussions on the subjects. They highlighted the importance of adequate leadership skills and behaviour, the importance of staff-management relations and the need for more foundational discussions on the impact of concepts such as enhanced partnerships and required agility on the profile and composition of the future United Nations workforce, with an adequate distribution between personnel on staff contracts and those on "non-staff" arrangements. With regard to the presented initiative on joint job classification, they raised the expectation that such initiatives would not lead towards systematic undergrading of positions.

41. A number of organizations and the ICSC representatives welcomed the presented initiative on joint classification and reference checking. They stressed that the most important aspect of the preparatory work was to establish adequate governance arrangements and clear and viable financial scenarios, calling for the involvement of the Finance and Budget Network and a broad participation of interested organizations in the preparation. While some limited seed investment was seen as required, the overall objective would have to be a sustainably self-financing facility with good service quality. Some participants requested the examination of

outsourcing as an option for the operation of such a facility and suggested that seed funding should be provided by individual organizations once a clear business case had been established. Several participants, including ICSC, highlighted that they saw potential for further enlargement of the scope of such a facility to elements of recruitment or training following a successful initial set-up.

42. The Vice-Chair of the High-level Committee on Management, in summarizing the discussion, expressed appreciation for the work of the Human Resources Network on the discussion paper, confirming that a more strategic approach to managing human resources functions and the United Nations workforce was an imperative for attaining the Sustainable Development Goals. She suggested that the Network revert at the next session of the Committee with a more detailed implementation road map, including considerations for required funding, and invited the staff representatives to liaise with the Human Resources Network in order to provide their input in the discussions. She confirmed general endorsement of the presented initiative for joint classification and reference checking and requested the Human Resources Network to work towards the development of the business case with further details on operating and funding models (seed money versus pay-per-use model) and governance, stressing the potential of the future expansion of such joint activities.

43. **The High-level Committee on Management:**

(a) **Endorsed the Human Resources Network discussion paper on the evolution of a global United Nations system workforce and expressed support for the general direction of a transformative change in people management practices and the management of human resources functions;**

(b) **Requested the Human Resources Network to revert, at the next session of the High-level Committee on Management, with a specific implementation road map for the outlined human resources transformation;**

(c) **Endorsed the proposal to proceed with the joint facility project for job classification and reference checking with the request that key parameters, such as governance, services offered and the detailed pricing model, be adequately worked out;**

(d) **Supported the consideration of initial seed funding for the initiative by the Steering Committee of the Harmonization of Business Practices Trust Fund, to accelerate the development of a detailed feasibility study, including an implementation plan and, following the endorsement of such plan by the Human Resources Network and the High-level Committee on Management, the preparation of the implementation.**

3. New business models

Feasibility study on enterprise resource planning interoperability

Documentation

Enterprise resource planning interoperability study: Executive summary and report (CEB/2015/HLCM/16)

Outcome of the review by the High-level Committee on Management cross-functional task force (CEB/2016/HLCM/7)

44. In opening the discussion on the agenda item on new business models, the Chair recalled that at its meeting of October 2015, the Committee had reviewed the enterprise resource planning interoperability feasibility study final report, prepared by an external consultant under the guidance of a steering committee led by the Chair of the Information and Communications Technology Network and consisting of Assistant Secretary-General-level members from the United Nations Secretariat, the United Nations Development Programme and the Food and Agriculture Organization of the United Nations. Noting the recommendations of the study for business transformation overall, the Committee had decided to establish a cross-functional task force to conduct an in-depth review and assessment of recommendations contained in the study report. The outcome of that review was available in document CEB/2016/HLCM/7.

45. The Chair invited the Assistant Secretary-General, Enterprise Resource Planning Project (Umoja), Ernesto Baca, to frame the discussion by sharing his experience in implementing a new enterprise resource planning project in a highly complex organization.

46. Mr. Baca observed that the United Nations Secretariat had many characteristics in common with the broader United Nations system, in particular with respect to its diversity of functions and practices. Hence, the Umoja experience provided a useful example of the challenges of inter-agency enterprise resource planning cooperation.

47. Mr. Baca emphasized the importance of aligning fundamental business processes before examining any technological solutions, especially in the area of enterprise resource planning system interoperability, and that the United Nations system would benefit from a business strategy that balanced value for the entire system with the requirements for each United Nations entity. He noted that there were potentially significant economies of scale for administrative services across the United Nations system, but that those had to be explored and implemented in a way that did not affect the ability of individual organizations to deliver their mandates, and that finding that balance would prove challenging.

48. Mr. Baca noted that one difficulty experienced by the implementation of Umoja that would also impact the United Nations system was ensuring that each entity endorsed the same policies and that they interpreted them in the same way. He suggested that the most challenging aspect concerned governance: internally, the need for a champion for the entire system and custodians for each and every policy, with process owners identified to set principles and policies; externally, the importance for governing bodies to be fully aligned and consistent in their guidance and expectations. For a full process re-engineering to take place, the current structure of the United Nations system as a federation of many different entities would have to be reconsidered.

49. Following the presentation by Mr. Baca, the Finance and Budget Network, the Procurement Network and the Human Resources Network presented the outcome of their assessments of the enterprise resource planning feasibility study and their proposals for the follow-up actions that they would take forward. The Information and Communications Technology Network noted that it saw itself as an enabler of change through technology and not as a substantive back-office function and therefore did not put forward recommended follow-up actions. It did note that it would be ready to assist in the implementation of any change required.

50. In the presentations that followed, the networks looked at the recommendations in the consultants' report from the perspective of their potential value-added, difficulty of implementation and required investment, and also considered work that was already ongoing. The Co-Chair of the Finance and Budget Network stated that the Network's review mapped out a path for the next level of work on the enablers of interoperability. The Network confirmed its intention to increase efforts on banking and investments, building on the significant success already achieved in that regard. It would also continue collaboration on digital payments and vouchers leading towards fuller payment harmonization. In the area of financial reporting, the Network had already carried out significant work relating to IPSAS and was now looking at work related to the full adoption of International Aid Transparency initiative standards.

51. The Procurement Network observed that the enhancement of the United Nations Global Marketplace was already addressing many of the recommendations found in the study report. That included the enabling of country-level supply chain planning, supplier registration, tendering, contracting and data management. In addition, there was ongoing supply-chain collaboration around commodity groups. An upcoming prioritization exercise of commodities for additional collaboration was expected to be carried out, which would lead to additional areas for common procurement and possibly to additional identification of commodities for which a centre of excellence approach would apply. The Network also noted that the collaboration that had been achieved was largely based on the mutual recognition concept.

52. The Human Resources Network presented its plans to work on joint job classification through the establishment of a system-wide centre. That approach could possibly be expanded to common reference checking. Collaboration on recruitment in relation to talent outreach was further discussed. The Network also highlighted areas of collaboration within enterprise resource planning vendor platforms relating to the compensation package review, as well as the management of learning and development through the United Nations System Staff College.

53. During the ensuing discussion, there was broad agreement on the areas of collaboration discussed by the Networks. The importance and benefit of continued expansion of procurement collaboration was seen as very clear and was encouraged. The new approach of a common classification centre was identified as an attractive area of work and was strongly encouraged, given that it showed that as new needs emerged, the United Nations system could look at how they could be addressed together rather than try to redesign the structures in place on an organization-by-organization basis. It was noted that many systems currently in place had reached maturity and were functioning well, meeting the respective mandates as well as the strategic needs of the various organizations. Some readjustment might be needed, including with joint efforts where a clear business case could be developed. For example, one area where such joint efforts would be important was all forms of data, including big data, data collection and data privacy. That was a field where collective knowledge and thinking could be facilitated by the Committee.

54. Consensus also emerged on the importance of emphasizing what the United Nations system was already doing together and what areas of collaboration it would focus on as it moved forward. Furthermore, there was a broad consensus that the initiatives identified in the task force report should be incorporated into the next

High-level Committee on Management strategic plan. The Committee also noted that the integrated and collaborative approach put forward by the 2030 Agenda would be well-served by an expanded use of existing collaborative bodies, such as the United Nations System Staff College. Concurrently, the Committee noted the need to systematically develop business cases as a means of communicating with stakeholders around solid analysis and evidence. That would allow for informed evidence-based decisions around future collaborative efforts.

55. As part of the discussion, the Committee was reminded of existing inter-agency arrangements for service provision and that such arrangements were available to other organizations that might wish to use them. It was also noted that using each other's processes through the mutual recognition approach often represented an effective and inexpensive form of collaboration.

56. In conclusion, a vision of the United Nations system's ambition in the area of business operations as the system moved towards 2030 was cited as a desirable outcome of the upcoming quadrennial comprehensive policy review discussions, with innovative approaches to collaboration being part of that evolution. It was also recognized that significant work had already been done by the United Nations system and that there were many flexible approaches in place that provided organizations with the possibility of working together as a whole or in clusters.

57. The Chair concluded by noting that the Committee could give a strong and positive "yes we can" message on the readiness of the United Nations system to align its operational infrastructure to the requirements of the 2030 Agenda, on the basis of the considerable achievements already made, as identified in the High-level Committee on Management strategic results 2013-2016 paper. The United Nations system should continue to identify common capacity challenges and, where there were common platforms, the aim should be to mainstream them. Furthermore, agencies, funds and programmes should continue to work together, including with stakeholders, bringing the parts of the system closer to each other and providing a natural push towards further collaboration, particularly in new areas of work as they emerged.

58. **The High-level Committee on Management:**

(a) **Took note that the enterprise resource planning interoperability study identified numerous areas where efficiency gains could be obtained through the alignment and reciprocity of business operations that would make organizations administratively interoperable;**

(b) **Requested the High-level Committee on Management Networks to reflect and take stock of the discussion on the outcome of the multidisciplinary task force and to further develop the follow-up actions identified, with a view to taking them forward as part of the new High-level Committee on Management strategic plan.**

4. Data revolution

Documentation

United Nations system data catalogue: Release .01 for approval and launch (CEB/2016/HLCM/8)

Summary sheet

59. At its first regular session of 2015, CEB approved the United Nations system approach to the data revolution, which included, as one of its four initiatives, a High-level Committee on Management project to establish a data catalogue for the United Nations system.

60. The Chair introduced the agenda item by referring to the report of the Independent Expert Advisory Group on the Data Revolution for Sustainable Development, which highlighted the need for a data revolution that improved analytical systems and strengthened the ability of all stakeholders to respond to the demands of the Sustainable Development Goals.

61. Recalling that the data catalogue project was led by the United Nations Secretariat (OICT) and the CEB secretariat, the Chair noted its highly collaborative nature and informed the Committee that the initial version of the catalogue would be released on 31 March 2016 and would include the first inventory of open data throughout the United Nations system accompanied by an intuitive and user-friendly interface. The Chair emphasized that the catalogue only aggregated metadata published by multiple sources. It was explained that a disaggregated definition of datasets, combined with flexible searching and sorting tools, allowed for new relationships to be defined. The introduction of navigation by Sustainable Development Goals, targets and indicators would drive the project further in its approach to data disaggregation and discovery.

62. The Chair called upon all organizations to remain involved in the project, to contribute towards the inventory, its automation and the introduction of new and useful features for the benefit of all stakeholders, and invited the United Nations Secretariat Chief Information Technology Officer to introduce the details behind the catalogue.

63. In her remarks, the Chief Information Technology Officer echoed the Chair's satisfaction with the upcoming launch of the data catalogue and emphasized that access to reliable and timely data enhanced understanding and enabled better decisions. She stressed that predictive modelling, which required access to data, offered United Nations system organizations an additional mechanism to deliver on their mandates. She noted that with the endorsement by the General Assembly of the United Nations Secretariat information and communications technology (ICT) strategy, the Organization had introduced a new way of working in the area of ICT that transformed ICT structures in a way that allowed the institution to deliver better and that provided its workforce with the right technology, tools and ability to operate in a more modern, innovative way. The Chief Information Technology Officer further noted that a focus on traditional ICT platforms and tools had proved restrictive as the ICT community addressed the need to innovate and align analytics with the substantive work of the United Nations system. She noted the value of including social data as part of any analysis and providing centralized access to existing silos of data that were often highly fragmented. It was explained that those

capabilities facilitated the movement of organizations from crisis reaction towards crisis prevention, using predictive modelling in areas where data were scarce. While much data remained closed, the goal of the data catalogue project was to make open data more accessible, allowing stakeholders to "connect the dots".

64. The CEB secretariat presented the catalogue to the Committee, demonstrating the simplicity of the navigation across datasets using simple criteria, such as organizational source, project location and standard used by the data source. The scenarios presented showed the ease of discovery of data, and it was pointed out that, with the automation of updates now possible, data sources were more likely to be up-to-date. During the demonstration, it was noted that the platform would continue to grow as the inventory increased, becoming potentially much more granular (for more refined searches).

65. During the demonstration, it was also noted that since the catalogue contained existing data sources, as it grew with the inclusion of more data sets, a clearly defined and agreed governance framework would be required to avoid the potential for discrepancies between the data. The demonstration concluded by noting that the data catalogue, as a "living" facility, would benefit from enhanced awareness in order to ensure that the momentum gained through the project's development was maintained. A number of agencies requested that the issue of data privacy be addressed. It was proposed that eventually all data produced by agencies should be as open as possible, noting that policies governing the data and privacy issues would provide organizations with an opportunity to establish a legal framework for data philanthropy that advanced the work of the United Nations system.

66. In the discussion that followed, members expressed appreciation for the open data inventory and platform, and it was emphasized that the catalogue integrated well with existing initiatives, such as the International Aid Transparency initiative, and that it included the capability of automating data updates in order to ensure its continued relevance. During the exchange, several organizations stressed that the catalogue allowed the United Nations system to leverage existing investments, facilitated the identification of new linkages and supported openness, innovation and storytelling through visualization. Within the context of the United Nations system digital agenda, it was recognized that the catalogue presented a unique opportunity to incorporate the Sustainable Development Goals and to complement the other data revolution initiatives. Several members noted further developments relating to the data revolution, in particular the data innovation lab and individual agency open data initiatives, which could also link to the catalogue.

67. The Chair thanked the United Nations Secretariat and the CEB secretariat for the successful completion of the data catalogue. Committee members were also recognized for their contribution towards that work, their consensus in approving its launch and their commitment towards its continued improvement.

68. **The High-level Committee on Management:**

(a) Approved the launch of the United Nations data catalogue on 31 March 2016;

(b) Took note of progress made and priorities as set for further development;

(c) Committed to the collaborative process of improving its content, governance and service offering.

B. New United Nations system compensation package and mandatory age of separation of 65 years of age: conclusions of the intergovernmental discussion, implementation plans and launch of the new phase of the review, for National Professional Officer and the General Service and related categories

Documentation

Note by the Human Resources Network on the outcome of the eighty-second session of the International Civil Service Commission (March 2016) (CEB/2016/HLCM/9)

69. The Vice-Chair of the Committee opened the discussion on the outcome of the ICSC review of the United Nations system compensation package by stating that the review was an important element in the endeavour to ensure a modern and attractive compensation package for United Nations system staff. She highlighted the CEB statement issued in November 2015, based on the recommendations of the High-level Committee on Management, in which the Board welcomed the overall direction and conclusions of the review while highlighting a few areas that might have benefited from further improvements, such as the consideration of single parents and modern family concepts as well as the support for highly mobile staff in field locations. She thanked ICSC and its leadership for their continued support and collaboration on the matter and also thanked the Chair of the High-level Committee on Management, the High-level Committee on Management strategic group, the Director of the CEB secretariat and the CEB secretariat for their support.

70. The Vice-Chair noted that the General Assembly had set very ambitious timelines for the implementation of its decisions. She also drew attention to the upcoming second phase of the comprehensive compensation review, which would focus on locally recruited staff and on the use of staff categories in the United Nations system.

71. The Vice-Chair of ICSC highlighted that the Fifth Committee had discussed the ICSC-proposed new package in detail, despite its heavy agenda and workload in the fall of 2015. The proposals initiated by the High-level Committee on Management had received support from staff federations and Member States and had subsequently been approved with the introduction of a single parents' allowance and adjustments to the mobility incentive and to accelerated home leave provisions. He also highlighted that the General Assembly had decided to maintain the Assistant Secretary-General and Under-Secretary-General salaries at the present levels and had recommended that organizations implement the mandatory age of separation at age 65 for existing staff no later than 1 January 2018.

72. The ICSC Vice-Chair expressed his view that the result of the tripartite work had been successful and encouraged organizations to use the discussions on the implementation of the decisions to enhance common human resources practices. ICSC would report to the General Assembly on a general implementation status in the fall of 2016 and provide an overall assessment after three years of full implementation of the new package.

73. During the next phase of the review, ICSC would examine the use of other staff categories, namely, the General Service, Field Service and National Professional Officer categories. The ICSC Vice-Chair transmitted the expectation of the Commission that United Nations common system organizations would clearly

articulate their needs, requirements and suggestions on the topic. In that context, he appreciated the discussion paper presented by the Human Resources Network under agenda item A.2 and suggested that it should be made available to Commission members. He concluded by thanking the Committee Chair and strategic group members for their contributions and looked forward to continued cooperation by ICSC with organizations and staff in the next phase of the review.

74. The Co-Chair of the Human Resources Network confirmed that the overall outcome of the review had been positive, expressing appreciation for the positive consideration of the Committee's suggestions during the General Assembly deliberations. She encouraged a monitoring of the overall impact of the new compensation scheme, in particular with regard to the mobility of senior staff in hardship duty stations. She stressed that an important success factor was the high level of collaboration among organizations and the willingness to arrive at joint proposals and positions despite the variety of mandates and operating models. That approach should be extended to the next phase of the review, the outcome of which would determine the organizations' future agility in staffing, with rapid expansion and reduction of presence depending on operational needs. In general, organizations were looking for a flexible toolkit to address programmatic and operational challenges. The discussions on the future role of National Professional Officers might also have significant implications on the ability of organizations to deliver against the Sustainable Development Goals through enhanced development partnerships and joint service centres. She informed the Committee that the Human Resources Network would further discuss future requirements and suggestions at a dedicated workshop on 26 and 27 April in Vienna.

75. With regard to the implementation of the General Assembly decisions on the new compensation scheme for internationally recruited staff, the Co-Chair highlighted the substantial level of coordination and collaboration currently in place among common system organizations and the commitment of administrations to implementing the decisions according to the requests of the General Assembly. She pointed out that the timeline set by the General Assembly was ambitious, in particular given the specific governance context in specialized agencies. Much would also depend on the readiness of the required enterprise resource planning adjustments to be made by third-party providers.

76. In the subsequent discussion, several organizations concurred with a positive assessment of the review outcome. They also highlighted the challenge of completing enterprise resource planning adjustments within the time frame set by the General Assembly and the additional cost associated with it and made reference to the limitations inherent in the calendar of governing body sessions in some organizations. Appreciation for the enhanced collaboration among organizations with regard to the joint adjustment of enterprise resource planning systems was expressed.

77. Organizations welcomed the planned review of the use of staff categories, in particular of National Professional Officer, which had to be seen in a context of an increasingly regional character of development tasks and the need for enhanced implementation partnerships. A number of organizations showed appreciation for the high level of collaboration in the Human Resources Network and the High-level Committee on Management, requesting that that collaboration be extended to the second phase of the review. During the discussion, the issue of lack of stipends and

remuneration for interns in some organizations was raised, which was judged not to be conducive to positive employer branding of the United Nations system and to geographic and social diversity in that group.

78. Staff federations expressed their overall appreciation of the outcome of the review, noting that the impact of changes to field-related allowances should be monitored. They expressed the interest of staff representatives in working closely and constructively with ICSC and organizations in the next phase of the review and in broader discussions on the implications of the 2030 Agenda on human resources and workforce management.

79. In summarizing, the Vice-Chair of the Committee thanked again the ICSC leadership and the Committee's strategic group, proposing that that working arrangement should be continued in the second phase of the review. While the Human Resources Network was in the lead on the matter, the Finance and Budget Network would also need to contribute with specific input. She highlighted that the upcoming second phase of the review would be important, as it would directly determine the ability of organizations to meet expectations as formulated in the 2030 Agenda.

80. **The High-level Committee on Management:**

(a) **Took note with appreciation of the briefing by the Human Resources Network;**

(b) **Thanked the ICSC leadership for its constructive role in guiding the General Assembly deliberations taking into account organizations' requirements as outlined in the CEB statement of November 2015;**

(c) **Supported the second phase of the review in the same consultative manner, confirming the commitment by the Committee to actively engage in the discussion;**

(d) **Expressed its expectation that the outcome of the new review would lead to adequate, flexible tools that allowed organizations to respond in an agile and cost-effective way to their specific challenges in the context of the 2030 Agenda for Sustainable Development.**

C. Duty of care and safety and security of staff

1. Briefing by the Under-Secretary-General for Safety and Security on current safety and security issues

Documentation

Final report of the Inter-Agency Security Management Network on its twenty-third session

81. The Chair introduced the agenda item and expressed deep sympathy for the victims of the recent terror attacks in Brussels, referring to the horrific threat that terrorism posed to the world and to the attack in Bamako that had occurred the day prior to the commencement of the Committee's meeting. The Chair observed that the United Nations system had a duty to support Governments and countries in combating those security threats, noting the Counter-Terrorism Implementation Task

Force established by the Secretary-General and that many United Nations mandates were closely linked to that topic.

82. The Chair conveyed the apologies of the Under-Secretary-General for Safety and Security, who was unable to attend the meeting and would be represented by his Department of Safety and Security colleagues participating via videoconference from New York.

83. The Assistant-Secretary-General for Safety and Security introduced the team from the Department of Safety and Security participating via videoteleconference, including Mohamed Ragaey (Chief, Threat and Risk Service) and Craig Harrison (Chief of Service, Policy and Compliance Service and Project Manager for the United Nations Secretariat Safety and Security Integration Project).

84. Mr. Ragaey presented the Committee with an update on current security threats, challenges and responses. In his presentation, he referred to recent attacks in Brussels and Bamako, noting that the world was changing, requiring unconventional reactions from the Department of Safety and Security. The presentation provided an overview of the United Nations operating environment, noting that there were expanded United Nations operations in conflict zones, deteriorating security environments and specific threats against the United Nations, while at the same time, there was a need to adhere to the Organization's philosophies of managing risk and "staying and delivering".

85. The presentation provided an overview of the global threat environment, which included armed conflict, terrorism, organized crime, the outbreak of political and civil instability in Africa and Latin America, the resurgence of the Taliban and the expansion of the Islamic State in Iraq and the Levant (ISIL). Mr Ragaey mentioned examples of attacks on soft targets in West Africa, observing that the recent attacks had shown that owing to Internet technology, terrorists did not need a lot of preparation or weapons. He discussed three recent attacks in Africa (in Bamako, Burkina Faso and Côte d'Ivoire), which had been carried out by two to three individuals at hotels that were high-profile and easy to access with delayed security responses expected. He noted that many Member States did not have resources to train and provide protection. Common targets included subways, restaurants, theatres and hotels. Security threats were a challenge for both the host Government and the United Nations, and the Department of Safety and Security had issued guidelines on how to guide staff in those difficult situations.

86. The presentation also provided some statistics, noting that 180,000 staff members were covered under the United Nations security management system across 53 agencies, funds and programmes, including 400,000 recognized dependants. The Department of Safety and Security provided services in 122 countries and was responsible for 4,500 United Nations premises. The total number of uniformed and civilian personnel in peacekeeping operations had increased from 60,000 to 120,000 in the past 10 years. There had been increasing requirements for Department of Safety and Security surge deployment to global crises, with activation of crisis management and response operations in 17 countries during the 2014-2015 biennium.

87. The presentation also outlined the effective responses that the Department had provided, as well as the anticipated future challenges. The latter included increased use of the Internet and social media by extremists and organized crime groups. The

presentation described a hybrid threat, namely, the merging and cooperation of extremist elements, organized crime groups and smuggling groups to share knowledge and experience.

88. Mr. Ragaey concluded his presentation with some comments on the way forward for the Department of Safety and Security, including the enhancement of mitigating measures for offices, enhanced cooperation with Member States to exchange threat information, strengthened physical security, enhanced threat analysis and forecasts, and emphasis on security as an integral part of programme planning. He emphasized the need for flexibility of resources to reflect the security environment, noting that the Department would continue to use risk management approach on all delivery of Department of Safety and Security services.

89. Mr. Harrison provided the Committee with an overview of the United Nations Secretariat Safety and Security Integration Project, noting that it would lead towards a consolidation of civilian field safety and security personnel in peace operations into a single integrated system managed by the Department of Safety and Security. The concept of integration went back to 2003, following the bombing of the United Nations headquarters in Baghdad, when a report from the Independent Panel on the Safety and Security of United Nations Personnel in Iraq recommended the integration of security resources. Following that report, the General Assembly had provided a mandate for the integration of security elements in peacekeeping operations and special political missions in its resolution 59/276. In 2015, formal steps had been taken to complete the integration through a United Nations Department of Safety and Security strategic review, a report of the High-level Independent Panel on United Nations Peace Operations, decisions of the United Nations Policy Committee and the report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel (A/70/383) together with the subsequent resolution reaffirming the need to integrate.

90. The United Nations Secretariat Safety and Security Integration Project envisaged one department under the authority and direction of the Under-Secretary-General for Safety and Security that achieved greater effectiveness in the delivery of safety and security services and efficiency in the use of existing security assets. In terms of the scope of the project, the first effort would focus on the integration of the safety and security personnel of the Departments of Political Affairs, Peacekeeping Operations and Field Support into the Department of Safety and Security. The second effort would look at the integration of security and safety services personnel. Excluded from the project were the security personnel of United Nations agencies, funds and programmes and occupational health and safety personnel. The Department of Safety and Security currently had 2,000 security personnel, 1,100 security personnel for special political missions led by the Department of Political Affairs, 2,800 security personnel for peacekeeping operations led by the Department of Peacekeeping Operations and 44 security personnel for the Department of Field Support, representing a total of almost 6,000 Secretariat security personnel. The integration would result in a tripling of the size of the Department of Safety and Security.

91. Currently, those resources drew funding from six different sources, so it was acknowledged that there would be financial challenges associated with the project. Anticipated benefits of integration included increased effectiveness of the safety and security services of the United Nations security management system, in clear

alignment with the security management system accountability framework. The project would provide safety and security personnel with recognition of their knowledge, skills and experience against a clearly defined, transparent and centrally managed career development framework, leading to increased mobility options and career progression for security personnel who currently operated in silos. Member States would also benefit from increased efficiencies and effectiveness in the delivery and use of safety and security resources.

92. Mr. Harrison outlined the governance structure of the project, which consisted of four tiers. The first tier was a steering group at the level of Under-Secretary-General; the second tier was a United Nations Secretariat Safety and Security Integration Project working group at the level of director; the third tier was the United Nations Secretariat Safety and Security Integration Project team; and the fourth tier was a field reference group that had been activated to act as a sounding board and to test plans. A core outcome of the project was to establish one safety and security staff management structure for the Secretariat safety and security job network based upon common management, human resource and financial policies, authorities and arrangements. With regard to the timeline, the project team had been established in August 2015 and was currently in the further planning and implementation stage. The envisioned project end date was December 2017.

93. The Chair and many speakers thanked the Department of Safety and Security for the presentations and for the fine work it performed and endorsed the report of the Inter-Agency Security Management Network on its twenty-third session and the policies put forward for consideration.

94. Several members expressed the view that, although there was no question regarding the need to spend resources on safety and security, prioritization was important, given that spending more on security left fewer resources available to deliver programmes. Also, careful consideration should be given as to whether and how the United Nations should stay in countries with high security risk, also based on a careful assessment of reputational risks.

95. In response to the questions and comments raised, Mr. Harrison noted that prioritization had to be based on the programme criticality framework, which was now a system-wide policy for determining acceptable risk. Under that framework, for high-risk countries, the exact point was determined where only those programmes that were absolutely critical for lifesaving reasons were continued. For an effective implementation of the stay and deliver approach, programme criticality was essential.

96. Reference was made to the challenges faced by many organizations with regard to resources. It was noted that it would be helpful to understand overall security costs as a system, as it might provide better insights on how to mitigate costs that had been escalating enormously. Several organizations requested the Department of Safety and Security to exercise as much budgetary control as possible. It was also noted that individual agencies, funds and programmes had security personnel carrying out precious work linked to programme delivery and that the Department of Safety and Security could help in areas such as security analysis in an effort to optimize the division of labour between the Department and the agencies, funds and programmes. It was suggested that there might be some low-hanging fruit in terms of cost savings, listing as examples uniformed armed guard contracts; unified bidding through the Department of Safety and Security; and

the consolidation of radio rooms to make it easier for the Department to monitor. On the last point, Mr. Harrison noted that a working group had been established to look at the harmonization of communications. In response to comments on the consistency of safety and security decisions at the field level, Mr. Harrison noted that the designated official system and security management teams were within the accountability framework and that the Department of Safety and Security advised the security management teams and designated officials. It was also noted that the Inter-Agency Security Management Network was a very close and active network that worked hard to eliminate any differences in views at the field level.

97. A number of speakers referred to the United Nations Secretariat Safety and Security Integration Project, expressing an interest in the proposed simplification of funding models and hoping that integration would culminate in a clear demonstration of cost efficiencies. A question was also raised as to whether it would be possible to bring some independence into that exercise to provide greater confidence that what the Department of Safety and Security was trying to accomplish was the best course of action. In response to the question on potential cost savings resulting from the integration project, Mr. Harrison responded that the project was not currently at a stage where cost savings could be identified; however, management efficiencies were possible, and one of the tasks of the working group would be to look deeper into funding modalities.

98. A question was also raised as to whether there was a possibility of obtaining assistance from the Department of Safety and Security in sourcing reliable local security staff. In response, the Department confirmed that that was being done, as far as possible, and that, in fact, one of the policies before the High-level Committee on Management for endorsement was on unarmed private security services. However, Mr. Harrison noted that the use of local providers could be problematic where conflict was ethnic or tribal, as one company normally could not work because crossing lines involved arrangements with different factions on the ground.

99. Representatives from the staff federations referred to non-staff with different contracts and the fact that in the event of a security situation, care should be taken of all United Nations personnel.

100. **The High-level Committee on Management:**

(a) **Thanked the Department of Safety and Security for its comprehensive and detailed briefing;**

(b) **Endorsed the conclusions of the Inter-Agency Security Management Network at its twenty-third session, along with the policy on security risk management, the policy on unarmed private security services, the policy on gender inclusion in security management and the policy on the arming of security personnel.**

2. Reconciling the duty of care for United Nations personnel while operating in high-risk environments

Documentation

Final report of the High-level Committee on Management strategic group on "Reconciling the duty of care for United Nations personnel while operating in high-risk environments"(CEB/2016/HLCM/11)

101. The Vice-Chair introduced the agenda item, recalling that during its twenty-seventh session, in April 2014, the Committee had discussed a paper presented by the Department of Safety and Security entitled "Reconciling the duty of care for United Nations personnel while operating in high-risk environments" and established a strategic group chaired by the Under-Secretary-General for Safety and Security to undertake a comprehensive review of the issues raised in that paper.

102. The Co-Chair of the strategic group (Office of the United Nations High Commissioner for Refugees) presented the final report on behalf of the Under-Secretary-General for Safety and Security, noting that in the current global security environment, duty of care had become a widely resonating issue for employers and that United Nations staff members were more often operating in dangerous and volatile security environments. She referred to recent developments, such as the first judicial ruling against a Norwegian international non-governmental organization on the basis of duty of care, which had heightened the need to strategically address that complex issue.

103. In her overview, the Co-Chair explained that duty of care could be found at various levels: organizational, managerial and personal. She noted that the report mostly addressed the duty of care responsibility at the organizational and managerial levels, but that it should be recognized that there was also a "duty of self-care" and an obligation of staff to comply with institutional rules and regulations.

104. The Co-Chair noted that exercising proper duty of care to United Nations staff working in high-risk environments had major strategic-level implications and that it was therefore essential to keep the momentum and address the multitude of cross-cutting issues raised by the strategic group in the report, in order to provide a coordinated and systematic response. In general, the report indicated inconsistencies between organizations; between various categories of personnel, especially international and locally recruited staff; and between countries or duty stations. In many areas, the report showed a lack of information, coordination, cooperation and communication and a lack of understanding of current measures and resources. It also demonstrated that the current duty of care system, in particular with regard to medical and psychosocial support, focused on mitigation rather than prevention.

105. With regard to security, the Co-Chair noted that the gaps identified had been reviewed and addressed by the Inter-Agency Security Management Network through departmental or system-wide Network priorities and that they covered various security issues, including security reporting, contingency planning, staff security training and the application of United Nations security management system security standards and policies.

106. With regard to psychosocial support, health, human resources and administration, the report concluded that there was a lack of mission-specific

predeployment care and preparedness. A recurring theme was the frustration of staff with their inability to obtain accurate, updated information on the risks in their new role and duty station. As a result, the strategic group made recommendations for the development of a pre-deployment management package for staff, the creation of a system-wide resilience mandatory briefing, and specific training for managers in high-risk environments.

107. Throughout phase one of the study, many high-risk environments were described where medical support was inadequate or unavailable, with erratic standards of medical care and overreliance on external medical providers. The strategic group therefore recommended developing and mainstreaming an occupational health risk management approach, through the adoption of a health risk analysis and mapping methodology and the implementation of systematic health support planning. In addition, inadequate psychosocial services and an inadequate number of stress counsellors were reported in all environments, and the report demonstrated the need to strengthen psychosocial support to staff in high-risk environments in several ways.

108. The strategic group also observed the need to strengthen various administrative support mechanisms, in particular with regard to the processing of insurance, and reinforced the long-standing issue of the differences in the allowances, benefits and entitlements between internationally and locally recruited staff.

109. The Vice-Chair commended the strategic group for its important work. Strong appreciation and support for that work was also expressed by many organizations, and it was noted that the focus should now be placed on how best to implement it.

110. There was general agreement on the need to ensure the continuation of collaboration between duty of care issues, the Inter-Agency Security Management Network and the Human Resources Network, with several speakers noting the need to devise approaches to deal with cross-cutting and thematic topics. It was observed that in general, the High-level Committee on Management session had discussed many cross-functional topics, including duty of care, and that while traditionally, the Committee had been established on functional grounds with the Human Resources Network, the Finance and Budget Network, the Procurement Network, the Information, Communication and Technology Network and the Inter-Agency Security Management Network, as the Committee moved forward with operationalizing the duty of care recommendations, consideration should be given as to whether the current functional set-up was sufficiently cluster-based and aligned to the goals of the 2030 Agenda. It was suggested that the way forward on duty of care could be a test case to see how best to work across networks for future activities.

111. The representatives of staff federations indicated that the report was an important step towards a corrective action to ensure better protection for staff and their families and confirmed their commitment to facilitating a cultural shift, particularly with regard to psychological services.

112. Comments on behalf of UN Cares were conveyed to the Committee by the representative of the United Nations Population Fund, indicating the availability of UN Cares to be a partner in developing communication and learning tools, at the global level, related to reducing mental health stigma, and to health and well-being

in general. UN Cares also noted that owing to the difficulties experienced in establishing ongoing teams of UN Cares volunteers in high-risk environments, it would be difficult for the programme to be a reliable delivery partner for many of the services identified in the paper.

113. The Chair concluded the discussion by thanking all members of the strategic group and noted that the relevance between psychosocial and other challenges was very important. She emphasized the need to review how the report recommendations could be linked to other areas of work, looking at how to deal with cross-cutting and thematic topics across networks. The Chair requested the CEB secretariat to follow up with further consultations, with a view to establishing a clearer implementation plan for consideration at the next meeting of the Committee.

114. **The High-level Committee on Management:**

Thanked the members of the strategic group for their excellent job and decided to:

(a) **Request the CEB secretariat to undertake consultations among members of the High-level Committee on Management with a view to continuing the work of the task force on duty of care under the chairmanship of a Committee member, with composition at the appropriate level reflecting the various stakeholders (Human Resources Network, medical, security, etc.);**

(b) **Request the task force to present a proposal for a way forward, with a prioritized list of concrete and achievable deliverables for consideration by the Committee at its fall 2016 session, for subsequent inclusion in the new High-level Committee on Management strategic plan.**

D. Any other business

1. After-Service Health Insurance: outcome of the discussions in the General Assembly on the report of the Secretary-General

Documentation

Report of the Secretary-General on managing after-service health insurance liabilities (A/70/590)

Report of the Advisory Committee on Administrative and Budgetary Questions on managing after-service health insurance liabilities (A/70/7/Add.42)

Note by the Finance and Budget Network on the outcome of the General Assembly deliberations on the report of the Secretary-General on managing after-service health insurance liabilities (CEB/2016/HLCM/12)

115. The Vice-Chair introduced the agenda item and brought to the Committee's attention a letter from the President of the Federation of Associations of Former International Civil Servants to the Committee Chair on the item. The Vice-Chair thanked the Finance and Budget Network and all those who had worked on this — technically and politically — very complex project. She noted that the undertaking had shown the power of data and of working together and leveraging the collective strengths of organizations across the United Nations system, as well as the importance and power of actionable, clear recommendations.

116. The Co-Chair of the Finance and Budget Network presented an overview of the approach taken by the Network in establishing the Working Group on after-service health insurance and summarized the main findings of the Group, as presented in the report of the Secretary-General. The Working Group was led by the Director of the Accounts Division of the United Nations Secretariat and comprised representatives from 16 United Nations system organizations, as well as the Federation of Associations of Former International Civil Servants, FICSA, the Human Resources Network of the High-level Committee on Management, the Working Group on Common Treasury Services of the Finance and Budget Network, the United Nations Joint Staff Pension Fund and the CEB secretariat.

117. The Co-Chair of the Finance and Budget Network explained that the Working Group was tasked with four deliverables, including collecting and sharing information on the different after-service health insurance practices within the United Nations system; exploring ways to contain the costs of after-service health insurance services; proposing common criteria for the review of the assumptions underlying the valuation of the estimated liability; and exploring how actuarial valuation criteria could be harmonized across the United Nations system. The study conducted by the Working Group provided a comprehensive view of the current situation of the health plans and after-service health insurance funds and liabilities of each agency, with an unprecedented level of detail collected. He noted that, based on the analysis conducted by the Working Group, a set of eight complementary recommendations had been developed. The Co-Chair provided an explanation of each recommendation.

118. The Controller of the United Nations, supported by the Director of the United Nations Accounts Division via audio link, then presented an overview of the outcome of the discussions in the General Assembly and of the work to be done in the next phase of the Working Group on after-service health insurance. The Controller noted that the report on after-service health insurance had received a very good welcome in the General Assembly. The Controller highlighted that, for the first time, the United Nations system had a full picture of the diversity and scope of health plans across organizations and that the report had raised awareness on how large and important the after-service health insurance scheme was.

119. In the Controller's overview of the discussions within the General Assembly, it was noted that recommendations one to three regarding collective negotiations with health-care administrators, health-care providers and insurers had been endorsed by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee and that collective negotiations would be made possible based on the information gathered by the Working Group. With regard to the fourth recommendation, on the use of national health insurance plans, the Controller noted that, without aiming for a single directive, for countries where there were strong national plans, and provided there was no detriment to the benefits of staff, there was potential for considerable advantages in terms of reducing costs.

120. With regard to the fifth recommendation, concerning the mandate of the United Nations Joint Staff Pension Fund, the Controller informed the Committee that the Fund was not supportive of increasing its mandate to include after-service health insurance, given that, among other reasons, the population of the Fund was not the same as the after-service health insurance population. The General Assembly had recommended, however, that the United Nations system continue the conversation on the issue.

121. The General Assembly supported the sixth recommendation, regarding standardized valuation methodology, and the Controller observed that that was a clear example of the benefits of IPSAS having revealed those liabilities, and in ensuring that they were evaluated on the same basis and that managers considered them when making operational decisions. During subsequent discussion on the matter, some organizations noted that for those mandated to follow the International Financial Reporting Standards, not IPSAS, that aspect should be taken into account when moving towards a joint approach to valuation factors.

122. The seventh recommendation, regarding adequate funding, was not supported, and the General Assembly had decided to maintain a pay-as-you-go approach to funding the after-service insurance liabilities. The Controller noted that for organizations funded by assessed contributions, the pay-as-you-go approach might be tolerable, but that for organizations heavily funded by voluntary contributions, at least a core amount of investment would be required. She noted that smaller organizations in particular would be more vulnerable.

123. With regard to the eighth recommendation, the Controller noted that the General Assembly had agreed that work should continue on leveraging existing arrangements for investment of reserves.

124. A number of High-level Committee on Management members acknowledged the outstanding work performed by the Working Group on after-service health insurance and congratulated it on the positive outcome of the discussions with the General Assembly. Several organizations considered that it was important that the Working Group be allowed to complete its work, with each member organization able to participate on an equal footing. It would not be appropriate for individual member organizations of the Working Group to propose and implement their own after-service health insurance cost-saving measures while the Working Group continued to operate.

125. Some concerns were raised regarding the decision by the General Assembly not to approve the recommendation on adequate funding, noting that that represented an enormous problem owing to the rapid growth in after-service health insurance liabilities. It was agreed that the Working Group would have to do more work on the funding issue to differentiate those organizations that would need to fund the liability and to provide additional convincing justifications in the next report to the Assembly. It was commented that a pay-as-you-go approach was poor financial management was not in line with the recommendations of the external auditors.

126. Strong concern was expressed that the adequate funding of the liabilities had linkages to mobility. It was noted that unless funding of the past liability was made mandatory, it would be very difficult for staff to move from one organization to another if the releasing organization had not funded the past liability.

127. A number of organizations shared their experiences in respect of efforts to adequately fund their after-service health insurance liabilities and informed the Committee on initiatives ongoing in their respective governing bodies to undertake separate, individual studies on after-service health insurance.

128. The Director of the United Nations Medical Service indicated the need for strong engagement with medical service staff of the United Nations system on a technical basis for the management of health insurance, noting that a combination of

financial and medical technical expertise was required. She noted that more work should be done on evaluating plans and administrators with a view to exacting efficiency while maintaining good-quality care for United Nations staff. In response, the Chair of the Working Group confirmed that the High-level Committee on Management had already decided to include representatives from medical services in the continuation of that work, recalling that the first phase of the work had focused on the management aspect only. The Co-Chair of the Finance and Budget Network also expressed strong support for the involvement of United Nations medical services in the next phase of the work, noting that his organization had separate health insurance governance with external medical advisers to provide advice, and suggested that perhaps that should be considered for all organizations. He noted that he had also seen examples of third-party administrators not being held to task to put pressure on costs.

129. In response to questions regarding the timeline for commencing the implementation of some of the recommendations contained in the report, the Chair of the Working Group noted that work would resume soon, with the goal of presenting another report to the resumed seventy-first session of the General Assembly in March 2017. With regard to the analysis of national health plans, he noted that the initial analysis had included six plans only and that that analysis would be expanded through a survey to be distributed to all Member States on their national plans. There would be some countries in which implementation would be easier and, based on the responses from each Member State, an action plan would be devised. On the issue of portability, he agreed that not having a portability scheme was jeopardizing mobility from agency to agency, as currently the recipient organization had to bear the burden of all past service. He agreed that portability could not be effective without a standardized set of benefits and standardized funding. He confirmed that the Working Group would focus on portability and would use it as leverage to argue for adequate funding. Overall, the main goals of the Working Group would be to tackle all pending questions from the General Assembly and put renewed effort into the arguments for adequate funding, including differentiating different schemes and funding mechanisms.

130. **The High-level Committee on Management:**

(a) **Expressed appreciation for the work of the Working Group on after-service health insurance of the Finance and Budget Network and took note of the outcome of the General Assembly deliberations on the report of the Secretary-General;**

(b) **Requested the Finance and Budget Network to follow up on the recommendations formulated in the report of the Secretary-General on managing after-service health insurance liabilities, as endorsed by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, taking into account the objective of containing costs and protecting the interests of staff and retirees, and to prepare a report for submission to the General Assembly at its seventy-first session;**

(c) **Noted its concern regarding the conclusion of the General Assembly that pay-as-you-go financing was a sustainable way to fund the current accrued liability and that that would arise in the future;**

(d) Reaffirmed the need for the Working Group to complete a comprehensive, United Nations system-wide analysis and follow-up action plan on the complex and multifaceted subject of after-service health insurance, informed by the intergovernmental discussion that took place in the General Assembly, with a view to presenting a coherent and collective position, representative of the needs and specificities of all member organizations, in the next report of the Secretary-General to be submitted to the General Assembly at its resumed seventy-first session;

(e) Requested the Finance and Budget Network to provide a status report on progress made at the next session of the High-level Committee on Management.

2. Special measures for protection from sexual exploitation and sexual abuse

Documentation

Summary sheet

131. The Committee was presented with a written update on the status of the work of its task Force on special measures for protection from sexual exploitation and sexual abuse, with a view to receiving the conclusions and recommendations from that work at its fall 2016 session.

3. Proposals by the Federation of International Civil Servants' Associations regarding the cost-sharing of elected officials

Documentation

Summary sheet

132. The Committee was presented with a written update on the status of the consultations conducted by its working group on cost-sharing of elected officials, led by UNESCO and composed of staff representatives and representatives of interested organizations, with a view to developing proposals for consideration by the High-level Committee on Management at its fall 2016 session.

4. International Public Sector Accounting Standards system-wide progress report for July-December 2015

Documentation

International Public Sector Accounting Standards system-wide progress report for July-December 2015 (CEB/2016/HLCM/13)

133. The Committee took note with appreciation of the IPSAS system-wide progress report for July-December 2015. A suggestion was made that the Finance and Budget Network should review the mandate of the task force with a view to considering additional financial reporting requirements.

5. Dates and venue of second 2016 session

134. The Chair invited the Committee to convene for its thirty-second session, on 3 and 4 October 2016 at the UNESCO headquarters in Paris.

Annex I

List of participants

Chair: Irina Bokova, Director General, United Nations Educational, Scientific and Cultural Organization

Vice-Chair: Jan Beagle, Deputy Executive Director, Joint United Nations Programme on HIV/AIDS

Secretary: Remo Lalli, secretariat of the United Nations System Chief Executives Board for Coordination

Simona Petrova, Director, secretariat of the United Nations System Chief Executives Board for Coordination, and Acting Secretary, United Nations System Chief Executives Board for Coordination

Organizations	*Name/title and division*
United Nations	**Bettina Tucci Bartsiotas** Assistant Secretary-General, Controller
	Patrick Carey Deputy Chef de Cabinet, Executive Office of the Secretary-General
	Ernesto Baca Assistant Secretary-General, Enterprise resource planning, by videoteleconference
	Atefeh Riazi Assistant Secretary-General, Chief Information Technology Officer, by videoteleconference
	Antigoni Axenidou Director, General Legal Division, Representative of the Legal Network
	Jilann Farmer Director, Medical Services Division, Chair, Medical Directors Working Group
	Shari Klugman Executive Secretary, secretariat of the Advisory Committee on Administrative and Budgetary Questions
	Pedro Guazo Director, Accounts Division, by audio conference
	Chhaya Kapilashrami Director, Field Personnel Division, Department of Field Support, by videoteleconference

Organizations	*Name/title and division*
	Craig Harrison Chief, Policy and Compliance Service, United Nations Department of Safety and Security, by videoteleconference
	Mohamed Ragaey Chief, Threat and Risk Service, United Nations Department of Safety and Security, by videoteleconference
	Florence Poussin (Chief, Policy, Planning and Coordination Unit), by videoteleconference
International Labour Organization	**Jean-Claude Villemonteix** Director, Human Resources Policy and Social Benefits
Food and Agriculture Organization of the United Nations	**Monika Altmaier** Director, Office of Human Resources
	Charlotta Oqvist Senior Programme Coordinator, Corporate Services Department
United Nations Educational, Scientific and Cultural Organization	**Getachew Engida** Deputy Director-General
	Ruth De Miranda Director, Bureau of Human Resources Management
	Sachin Bhatt Senior Executive Officer, Office of the Director-General
International Civil Aviation Organization	**Vincent Smith** Director, Bureau of Administration and Services
World Health Organization	**Hans Troedsson** Assistant Director-General
	Nick Jeffreys Comptroller
	Roberto Balsamo Management Officer
	Mariana Crespo External Relations Officer
Universal Postal Union	**Pascal Clivaz** Deputy Director General

Organizations	*Name/title and division*
International Telecommunication Union	**Anders Norsker** Chief, Information Services, Representative, ICT Network
World Meteorological Organization	**Angiolo Rolli** Director, Resource Management Department
International Maritime Organization	**Sung-Jin Kim** Deputy Director, Head, Management Accounting and Enterprise Resource Planning Services
World Intellectual Property Organization	**Ambi Sundaram** Assistant Director General, Administration and Management
	Cornelia Moussa Director, Human Resources Management Department
	Janice Cook Robbins Director, Finance Division
International Fund for Agricultural Development	**Lakshmi Menon** Associate Vice-President, Corporate Services Department
United Nations Industrial Development Organization	**Stefano Bologna** Special Adviser to the Director-General
	Fatou Haidara Director, Department of Human Resources Management
	Konstantin Ivanov Officer-in-Charge, Department of Operational Support Services
	Demjen Ferenc Chief, Technology and Information Systems Division
World Tourism Organization	**José G. Blanch** Director, Administration Division
International Atomic Energy Agency	**Janice Dunn Lee** Deputy Director-General and Head of Management
	Neris Baez Garcia Director, Procurement Services
Joint United Nations Programme on HIV/AIDS	**Jan Beagle** Deputy Executive Director

Organizations	*Name/title and division*
United Nations Conference on Trade and Development	**Adnan Issa** Chief of Resource Management Service
United Nations Development Programme	**Jens Wandel** Assistant Secretary-General, Assistant Administrator and Director, Bureau for Management Services
United Nations Environment Programme	**Theresa Panuccio** Director, Office for Operations and Corporate Services
Office of the United Nations High Commissioner for Refugees	**Karen Madeleine Farkas** Director, Division of Human Resources Management, Co-Chair, Human Resources Network
United Nations Relief and Works Agency for Palestine Refugees in the Near East	**Brian Gleeson** Director, Human Resources
United Nations Children's Fund	**Fatoumata Ndiaye** Deputy Executive Director
	Lori Issa United Nations Partnership Specialist
United Nations Population Fund	**Laura Londén** Assistant Secretary-General and Deputy Executive Director (Management)
	Subhash K. Gupta Director, Division for Management Services
	Daniel Mora-Brito Coordination and Planning Specialist, Division of Management Services
World Food Programme	**Manoj Juneja** Assistant Executive Director and Chief Financial Officer
	Lidia Tutarinova Inter-agency Coordinator to the Assistant Executive Director
United Nations Office at Vienna/United Nations Office on Drugs and Crime	**Dennis Thatchaichawalit** Director, Division of Management
United Nations Human Settlements Programme	**Andrew Cox** Director, Management and Operations Division

Organizations	*Name/title and division*
United Nations Entity for Gender Equality and the Empowerment of Women	**Moez Doraid** Director, Coordination Division and ad interim Director, Management and Administration
United Nations System Staff College	**Claire Messina** Deputy Director, Programme Management and Business Development
International Trade Centre	**Gerry Lynch** Director, Division of Programme Support
Other representatives	
United Nations Development Operations Coordination Office	**Lars Tushuizen** Business Operations Specialist
International Organization for Migration	**Laura Thompson** Deputy Director General
International Criminal Court	**Ivan Alippi** Director, Division of Management Services
International Civil Service Commission	**Wolfgang Stoeckl** Vice-Chairman
	Regina Pawlik Executive Secretary
Federation of International Civil Servants' Associations	**Diab El-Tabari** President
	Imed Zabaar General Secretary
	Mauro Pace Federation of International Civil Servants' Associations, Executive Committee Member for Compensation Issues
	Lisa Villard Federation of International Civil Servants' Associations, Regional Representative for Europe, International Atomic Energy Agency
Coordinating Committee for International Staff Unions and Associations of the United Nations System	**Irka Kuleshnyk** President, United Nations Staff Union, Vienna
	Eric Appiateng President, United Nations Industrial Development Organization, Staff Union

Annex II

Checklist of documents

Item no.	*Title*	*Summary sheet*	*Document symbol*
	Provisional agenda	n.a.	CEB/2016/HLCM/1/Rev.2
	Provisional programme of work		CEB/2016/HLCM/1/Add.1/Rev.1
A.1	Outcome of the joint session of the High-level Committee on Management/High-level Committee on Programmes — Towards transformation: Making the United Nations system fit-for-purpose (November 2014)	Yes	n.a.
	United Nations System Chief Executives Board for Coordination discussion paper "Getting ready for the 2030 Agenda" (November 2015)		n.a.
	United Nations System Chief Executives Board for Coordination common principles to guide the United Nations system's effective, integrated and whole-of-system support to the implementation of the 2030 Agenda for Sustainable Development (draft)		CEB/2016/HLCM/2
	High-level Committee on Management strategic results 2013-2016		CEB/2016/HLCM/3
A.2	Discussion paper by the Human Resources Network on the evolution of a global United Nations system workforce	Yes	CEB/2016/HLCM/5
	Proposal by the Human Resources Network on the joint provision of selected common human resources functions	Yes	CEB/2016/HLCM/6
A.3	Enterprise resource planning interoperability study: Executive summary and report	Yes	CEB/2015/HLCM/16
	Outcome of the review by the High-level Committee on Management cross-functional task force		CEB/2016/HLCM/7
A.4	United Nations system data catalo: Release .01 for approval and launch	Yes	CEB/2016/HLCM/8
B	Note by the Human Resources Network on the outcome of the eighty-second session of the International Civil Service Commission (March 2016)	Yes	CEB/2016/HLCM/9
C.1	Final report of the Inter-Agency Security Management Network on its twenty-third session	Yes	n.a.
	Inter-Agency Security Management Network: New United Nations security management system policies		n.a.

Item no.	*Title*	*Summary sheet*	*Document symbol*
C.2	Final report of the High-level Committee on Management strategic group on "Reconciling the duty of care for United Nations personnel while operating in high-risk environments"	Yes	CEB/2016/HLCM/11
D.1	Report of the Secretary-General on managing after-service health insurance liabilities	Yes	A/70/590
	Report of the Advisory Committee on Administrative and Budgetary Questions on managing after-service health insurance liabilities		A/70/7/Add.42
	Note by the Finance and Budget Network on the outcome of the General Assembly deliberations on the report of the Secretary-General on managing after-service health insurance liabilities		CEB/2016/HLCM/12
D.2	Special measures for protection from sexual exploitation and sexual abuse (Summary sheet only)	Yes	n.a.
D.3	Cost-sharing of Federation of International Civil Servants' Associations elected officials (Summary sheet only)	Yes	n.a.
D.4	International Public Sector Accounting Standards system-wide progress report for July-December 2015	n.a.	CEB/2016/HLCM/13

Annex III

Statement by the Federation of International Civil Servants' Associations at the thirty-first session of the High-level Committee on Management

(United Nations Industrial Development Organization — International Atomic Energy Agency, Vienna, 22 March 2016)

The Federation of International Civil Servants' Associations (FICSA) looks forward to sharing its views with the High-level Committee on Management (HLCM) during today's discussions on items which are of utmost importance to the staff including, but not limited to, the implementation of the 2030 Agenda, the one set of principles on operational and administrative aspects, the new business models and the data revolution.

While FICSA is always eager to engage in constructive staff/management relations, we still see within a number of our member organizations an alarming lack of constructive dialogue. FICSA remains gravely concerned by the continuing deterioration in relations in several organizations and continues to advocate for amicable solutions to ongoing alarming situations. Notably, FICSA has been following the problematic developments in the World Intellectual Property Organization (WIPO), the Universal Postal Union (UPU) and the Food and Agriculture Organization of the United Nations (FAO) and will continue to do so.

We take this opportunity to thank organizations which have expressed support for an enabling environment for constructive staff/management relations and zero tolerance for abuse of authority and other deviations from established principles of international administrative law and good management practices. We respectfully request the continued support of the HLCM on these and related matters so as to promote productive working relations within all the organizations and to also provide timely remedies should any violation occur.

FICSA would also like to respectfully request that an agenda item entitled "Whistle-blower Protection" be included in the next session of this important Committee in the hope that through open and constructive dialogue mutually agreeable changes can be made to the current whistle-blower protection policy outlined in the United Nations Secretary-General's Bulletin ST/SGB/2005/21 based on the revisions proposed by the Government Accountability Project.

The increase in the use of non-staff contracts to deliver core functions is of extreme concern to staff representatives, as it should also be for the governing bodies of the organizations and the United Nations Joint Staff Pension Board.

In 2012, FICSA alerted the HLCM to this issue. According to documentation produced by the United Nations Chief Executives Board, in a system that employs about 185,000 staff members, some 90,000 — i.e. 48.6 per cent of the total workforce — belong to the so-called non-staff category. Such employees can serve for many years on short, precarious contracts, often without the benefit of health insurance for themselves and their families, and can be deprived of other social security provisions such as sick leave, maternity leave and pension.

Non-staff contracts can come in many forms, such as "Special Service Agreement, Individual Contractor Agreement, Service Contract, Government Secondees, Supernumerary Contract, Individual Contractor Contract, External Collaboration Contract, United Nations Volunteer, Individual Consultant, Individual Specialist, Contractual Service Agreement, Consultant, Casual Labour, Visiting Expert, PSA Subscriber, National Project Personnel, National Correspondent, South/South Subscriber, TCDC/TCCT Expert, Editors, Proofreaders, Teachers, Contractual Service Agreement, Agency Field, Ministry Staff, National Staff and Gratis Personnel" (CEB/2011/HLCM/HR/21).

Non-staff personnel are initially less expensive than regularly employed staff; consequently, their popularity has increased in the majority of organizations, with the result that in certain organizations the share of non-staff contracts can be as high as 70 per cent of the total employed workforce.

However, despite perceptions of short-term budgetary relief in an environment of growing constraints, the gains associated with the use of non-staff contracts soon vanish. The devastating effects on organizational climate are clearly discernible — particularly when staff and non-staff personnel work side-by-side in functions that are equally crucial to the success of the organization, but with substantially different conditions of service. Many young recruits — who appear to be the segment of the workforce and who are most frequently offered these contracts — soon become disillusioned and leave the organization, realizing that they were not treated fairly. FICSA also remains concerned about the shift to private security services in a number of settings, which appear to be decisions driven by cost-containment imperatives rather than optimal delivery of security for staff and United Nations operations more broadly.

FICSA believes that United Nations entities have a legal and moral imperative to be guided by international labour standards, and in this regard recalls International Labour Organization (ILO) recommendation No. 198 (2006), which stipulates that if the work requires an employer-employee relationship, the contract should be an employment contract and staff so employed should be accorded the rights they are due. However, if the work entails an independent contractor relationship rather than an employment relationship, it should then be a non-staff contract. We commend the organizations which have sought to apply this distinction and which have taken corrective action where there has been an excessive use of non-staff contracts.

The High-Level Committee on Management, at its twenty-fourth session, in Washington D.C., recalled that the growing need for the action and services of the United Nations required a cadre of stable and established international civil servants.

As the global need for peace, development, food, security, health and assistance to the most vulnerable populations of the world is on the rise, demands on the United Nations staff have also become more pressing; however, the recurrent request to the organizations is to "do more with less".

We were pleased to see that the Chief Executives Board has also voiced its concern and that the HLCM, at the last United Nations General Assembly session, supported improvement to the proposed compensation package for staff in the Professional and higher category to safeguard delivery of service. Similar to what

we saw taking place in the review of the compensation package for the Professional and higher category staff, a continued abuse of the category of National Professional Officers in search for the lowest possible human resources price tag will drive the United Nations system down and compromise its ability to deliver on its mandate — possibly beyond a very dangerous breaking point where the essence of the international civil service itself will be lost.

FICSA trusts that during this HLCM session, staff and organizations will be able to establish common grounds to address the issue of the second phase of the comprehensive review at the next (eighty-third) session of the International Civil Service Commission (ICSC).

In reviewing the remaining items on the agenda of this thirty-first session of the HLCM, FICSA takes note regarding the progress on various items and will be making brief interventions where needed, especially with regard to the mandatory age of separation, duty of care, after-service health insurance and issues regarding safety and security.

FICSA wishes to extend its appreciation to both the HLCM and Human Resources Network for voicing their concern about pension payments, which had been considerably delayed for new retirees and to the organizations for their call to find immediate solutions to the issue.

FICSA highly appreciates the establishment of a Working Group on the Federation's cost-sharing proposal for the release of its elected primary officers at the last session of HLCM in London and recognizes the full engagement of the members of the Group in looking for ways to assist the Federation. We look forward to the official brief on the progress of the Working Group. In the meantime, FICSA will continue developing a business plan for further discussion by the Working Group in the hope that a final positive conclusion can be presented at the next HLCM session.

We thank you for providing the Federation with this opportunity to address the HLCM with some of the concerns raised by the staff it represents and we look forward to continued dialogue, not only with the HLCM but also with ICSC, the Human Resources Network and the United Nations Joint Staff Pension Board.